

AGENDA ITEM 18

POLICY, FINANCE AND ADMINISTRATION COMMITTEE

29 SEPTEMBER 2010

REPORT OF THE CORPORATE DIRECTOR (CAM) & CHANGE CONSULTANT (CC)

COUNCIL OFFICES & NEW WAYS OF WORKING (NWW): UPDATE ON PROGRESS

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update members on the progress with the New Council offices project inclusive of progress of the New Ways of Working programme.

2.0 RECOMMENDATIONS

- 2.1 To note the detail within the report

- 2.2 To note that the interior design scheme (at Appendix A) is proceeding through a final consultation process with Members, Partner organisations and other Stakeholders;

- 2.3 To note the Council Business Development Sub-Committee will work with Officers to recommend the Memorabilia which is chosen for display in the building's first year;

- 2.4 To note the proportions allocated to worksettings defined within the net internal area of the building;

- 2.5 To note the agreed and prospective desk numbers indicated from the Partners who show strong indications of wishing to be include their Melton based teams in a integrated co-location;

- 2.6 To note the initial interest in occupying the building and scheduled meeting in October with key representatives from another agency;

- 2.7 To note the development of a work package which seeks to measure the impact and identify the mitigations of a shift in the sharing ratio of MBC flexible desks to 3:1;

- 2.8 To note the creation of a Task Group reporting to Community and Social Affairs Committee to oversee the development of both an Access Strategy and Customer Service Strategy;

3.0 KEY ISSUES

3.1 Interior Design

The interior design scheme has been refined from its initial conception to further reflect MBC's vision and comments received from key officers and Members of the CBDSC.

Refinement of the design and implementation of the changes has focused on delivering a scheme which is building orientated to work against any culture of division.

Using colour in a limited but bold fashion on the floor plates and considering the impact choices in furniture type, tone and colour can add to this.

Creating an environment for creativity and collaboration within the office areas while the customer and civic areas take on a more modern feel to achieve their function and reflect their multi-purpose nature and appeal.

It is proposed that screen printed images are incorporated into the scheme in both the office areas and reception to create 'themes'. The theme chosen for the office is one of 'the outside in' selecting images which stimulate creativity and calm. While the reception theme chosen is 'location specific history' representing key historical features in the Melton Borough.

A shortlist of images chosen by Members could perhaps then be used to represent choice to both workers in the offices and Melton Borough residents in choosing the final images to be used in the building.

The ceremony of the position of Mayor will be supported by a separate interior scheme for this room which will stand outside of the building scheme. Work is still to be undertaken with the interior designer and architect to identify the furniture and memorabilia which needs to be contained in this room which will inform this interior design.

Greater representation of Council memorabilia within the building is challenged mainly by the space available and the demand to create multi-functional space which appeals to a wide audience. This said within the Civic Hall the architect has identified a key focal point in the main hall which could display chosen items of memorabilia. By way of curtains this can then be displayed and shielded to suit the room usage. Such curtains also have excellent acoustic properties.

3.2 Rutland & Melton Court Hearings in Civic Space

There is a great deal of local support and some clear cost efficiencies for the public sector as a whole to continue to deliver justice locally.

Initial discussions with local representatives of the court to understand the impact of delivering such as service from the Civic space at the new council offices has identified that the design of the building can easily support such a move.

Although capacity of meeting rooms to support the business functions outside of formal committees would be impacted the wider benefits and increased utilisation of the space would undoubtedly outweigh this concern.

3.3 Grant Funding for Public Realm – Landscaping

An initial meeting has been held last week with the Civic Society, Melton In Bloom and Town Estate to tap into funding streams which would support enhancements to the Landscaping scheme. Work with local photographers is also underway.

This would be through Public Realm funding streams and could develop the Civic nature of the landscaping.

3.4 Branding, Logos, Building and Room Names

Partners have expressed the wish to sell the point of the shared occupation of the

building and to make it clear to customers that we are all working under one roof.

It has also been tabled by senior uses that naming the building will create some reality to workers that the building is going ahead and it is just over the horizon.

It is agreed by the Council Business Development Sub-Committee (CBDSC) that Partner organisational names and logos will be displayed on a Melton Borough Council (MBC) 'hosts' board at key points on the borders of the site and within the reception area.

The CBDSC has approved engagement with key stakeholders, partner workers and residents in voting for a short list of names put to and agreed with the sub-committee. Those that are favoured but are not ultimately chosen for the building name could similarly be used to name the meeting rooms in the building.

3.5 **Space allocations**

To structure the internal layout and design of the building to nationally recognised standards the space within the building is allocated as a proportion against each workstation.

This allows comparison against other buildings and sets targets by which to judge the performance of the building in terms of efficiency of space used.

Melton Borough Council agreed a joint approach to this allocation with Leicestershire County Council and this approach has set the principles for further partners wishing to occupy the building.

A caveat to the proportions initially agreed was that the physical building design would have an influence as would design decisions such as those made in the development of the reception area.

As a general example 0.68sqm is allocated to Meeting Rooms against each workstation in the building. The number of workstations is fixed at 200. Therefore the total allocation of space in the office areas of the building to meeting rooms is $0.68 \text{ sqm} \times 200 \text{ desks} = 136 \text{ sqm}$. The same calculation can be applied to any other worksetting in the building.

The proportions allocated to each defined worksetting within the net internal area is detailed in the table below.

WorkSettings	Figures as per Build	Figures Pre Design
WORKSPACE ACCOMMODATION (0.5 sq m local storage)	5.8098	6.00
RESOURCE (PRINTING / SCANNING / Lockers)	0.2395	
QUIET ROOM	0.3600	0.36
CONFIDENTIAL BREAKOUT ROOM	0.1895	0.18
MEETING ROOM	0.6800	1.00
High Density Storage (File Storage)	0.4330	0.50
Reception	0.9725	0.80
Breakout Space	1.6960	1.50
KITCHEN Hubs	0.3547	0.70
WC/Circulation/Plant		
TOTAL NIA (sq.m) (A)	10.74	11.04

As can be seen the proportions allocated to each worksetting have shifted marginally to meet the physical design of the building. But overall the space allocated against each workstation to the Net Internal Area has only shifted by 3% from that estimated.

3.6 Partners

3.6.1 Partner update

Leicestershire County Council (LCC), Probation, Leicestershire Partnership Trust (LPT) currently are all engaged in monthly programme coordination meetings at the very least.

An excellent array of representation of senior users has been achieved from all parties.

Representations into project teams are being made from the partners and engagement in defining the scope of projects has been sought.

A wide representation from all partners will be achieved in the neighbourhoods workshop this includes trustee representation from Voluntary Action Melton.

Partners will be invited on the 29th September to a presentation on progress to date on the main building programme as well as a site visit.

3.6.2 Agreed and projected desk numbers (As at August 2010)

LCC	39
Probation	10
LPT	33-35
VAM	1-2
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	83-86 desks
MBC Balance	107 – 104 desks
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Total	200 desks

3.7 Other Interested Partners

More detail can be provided in the exempt part of the meeting due to the sensitivities of such early negotiations.

But at a high level it can be reported that early representations have been made to Corporate Director KA from a further government agency who are interested in considering moving their Melton based staff into the building.

A meeting has been arranged for mid October with regional representatives from the agency and its associated central government department with a view to moving relatively swiftly on a decision to occupy the building.

Early indications are of a 20 desks requirement. More detail will be reported to Members once the meeting has taken place.

3.8 Sharing Ratios

The desk designation criteria supplied has been used to review designations across the organisation by Heads of Service. A list of all designations will be supplied to Human Resources (HR) in order to ensure consistent application of the criteria.

Although there has been a shift towards more flexible desk designations within MBC's workforce an increasing head count has resulted in a minor reduction in the number of desks demanded by the organisation. At a sharing ratio of 3:2 for flexible desks this converts into an overall demand of 123 desks.

The building is designed to accommodate 200 desks and so in order that desks are available to all those public sector organisations interested in occupying the building MBC need to consider options to reduce their share of desks.

The obvious avenue to reduce demand is to increase the flexibility of the workforce and work to a more challenging sharing ratio for flexible desks. It is proposed that the impact of a move to a 3:1 ratio is investigated as to its feasibility.

Clearly an increase in flexibility will require investments in change activities to prepare the workforce and stabilise any of the technology solutions. But sharing more than half of the office space will provide substantial annual income into the organisation.

The CBDSC has approved development and prioritisation of a work package which seeks to measure the impact and identify the mitigations of a shift to a 3:1 ratio.

3.10 **People & Change Programme – New Ways of Working**

The Change Consultant CC (Programme Manager) has been working with the nominated project sponsors and managers in order to firm up the scope of each project within the programme governance structure (Appendix B).

Progress in developing these scoping documents has been slowed by the conflicting priorities of the project managers and limited chasing exerted by the Change Consultant as additional focus is given to progressing the main build programme.

Although the process has led to greater focus on the outputs required for day one of operation and alignment of aims and activities to these desired outputs.

Good progress has been made in engaging the partners within the process with a notable number of senior users of all levels attending the programme coordination meetings (PCM) hosted by MBC. Draft scoping documents have been commented on by Partners and electronic versions will be sent through for formal comments.

NWW Champions within MBC represent the services as senior users on this group.

At a programme level focus is currently on developing neighbourhoods, staffing reception, travel planning, storage, cultural change activities required and the flexibility of the workforces.

Project Updates

In reference to the projects identified in the programme areas of progress at a high level are as follows:

3.10.1 ICT programme

A successful ICT workshop with Partners took place on 30th July 2010.

The key vision of 'any user using any desk' was put to ICT representatives from MBC and partners.

To ascertain more detail before considering solutions and costing options the business requirements are being obtained from all partners.

This information will go back through the PCM board to be challenged before detail costings are developed in lieu of any activities commencing in earnest.

There is likely to be some limitation on flexibility of a limited number of fixed desks although this has yet to be formally excepted but in reality the costs in certain instances will be prohibitive.

The chosen solution which best fits the strategically focused business requirements will inform a certain area of work activity within the ICT programme.

Other areas of the ICT work programme directly related to the New Build are being worked up under the stewardship of our seconded Project Manager from LCC, Gareth Sexton. A report detailing the key timelines, aspects and milestones of this programme will be reported to the next CBDSC.

3.10.2 Green Travel Plan for Building

Staff survey results have initially been reviewed by the project team and a report will be developed once a request for partner workers to be surveyed is considered by the MBC project team in terms of the appropriateness of the survey to a wider audience.

LCC have through the PCM offered a member of their staff to join the project team, who has experience of developing travel plans for other LCC sites. Due to the concerns raised regarding parking availability it is envisaged there will be additional representatives put forward from the other partners.

3.10.3 Equality Impact Assessment

Extensive consultation has been undertaken with key groups. Further consultation is planned with groups such as the Access Group. The information from these consultations and input gained from the architects will be pulled together to formally develop the equality impact assessment. LCC have been approached to price producing the formal paperwork and pulling together all the key information. The insurance company will be approached to fund this outsourced activity.

3.10.4 Communications & Public Relations

Effective communication has been undertaken with staff, partners and the public through the design and development phases of the building. Focus is now turning to the people and change communications and the coordination of these communications across the partners.

Staff consultation activities will be monitored and managed through the communications project with a monthly newsletter planned for all workers (partner wide) and agreement that within MBC the ICT Blog will be superseded by a New Build Intranet page.

A major review of the New Build Website pages has been undertaken with changes under development and the renewed pages launch targeted for October 2010.

The Lord Lieutenants Office has been contracted in relation to the opening ceremony in Summer 2011.

3.10.5 Culture and Protocols

Work continues with the NWW champions in developing the organisational culture.

Out external consultant, Sarah Boddy has met with the project sponsor, Angela Tebbutt to share experience and expertise in defining the activities required in order that the project scope can be defined.

The building protocols will in the main form key principles with the detail contained in both appendices to the protocols or references to organisational policies and procedures. It is note worthy that this will need to encompass work with partners to ensure both buy in to the principles and exact reference to specific organisational polices which co-exist in the building. Ensuring no conflicts exist prior to occupation and allowing effective communication to workers in the building.

At a programme level it is seen that this project will have an overarching responsibility for managing the implementation of cultural change activities which may result from activities undertaken elsewhere within the programme. It will be the responsibility of other project leads and sponsors to identify these issues as they arise and for the work culture project team to consider early on areas of risk.

For example they may be cultural issues which come out of the work done by Paperlight which need a central point of reference as they may similarly link to issues from the Travel Plan project or programme level risks identified such as the flexibility of staff.

This oversight and central referencing will ensure a global view and focused response by way of perhaps joint workshops/events to identify the root causes. With a clearer managed route to minimise the impact of any cultural gaps while informing the development of the protocols.

3.10.6 Neighbourhood Design

A template which captures the services delivered by all teams in the building has been completed by all partners.

The template will be joined together for each team to meet in September to grade the who they need to be near to in the building. This will give us an initial view of the staff views on their location in relation to other teams in the building. An effective first building block of neighbourhoods.

This information will then be collated to have a global view and this can be used in review and challenge sessions scheduled within the agenda of the partner wide neighbourhoods workshop planned for the 6th October.

3.10.7 Face2Face Access Strategy

Early work pre-occupation of the building will include assessing the function and scope of a joint first point of contact service and identifying the barriers, training needs or resourcing impacts of a coordinated reception service.

Further customer insight work will help to inform the development of a customer service strategy and access strategy covering all delivery channels.

A Customer Service Task Group reporting to Community and Social Affairs Committee is proposed to oversee this work from a Melton Borough Council perspective.

The Corporate Director (KA) is currently working for one day per work within the Total Place Team at County Hall to ensure strategic alignment to our vision with that of the Sub-Region.

3.10.8 Information Sharing

Within the Council an Information Management Action Learning Set has been established. This involves a number of officers from key service areas and initial meetings have also involved the Information Management Team from Leicestershire County Council. A draft action plan has been developed and work will be ongoing to ensure that we are able to maximise the opportunities for sharing information and utilise the new building to its full potential.

LCC have stepped up to take the lead on this project within the programme and will utilise an established and well attended regional information management action group (IMAG) to drive the necessary actions required for the effective translation of the vision of neighbourhoods and coordinated working into a reality.

3.10.9 Paperlight MBC

Storage audits are being carried out internally and within partner organisations to ascertain the extent of any gap from the principles of minimal storage and the realities which exist now. Determining the core issues which lead to demands for ever greater storage will be challenged through root cause analysis. The outcomes of which will inform the work packages for the paperlight project and corresponding projects in the Partner organisations.

Teams have specific storage requirements that do not necessarily fit in with the general ethos of the building and the efficiency argument for off site storage. Officers are trying to find a route through this particular issue with internal teams and partners, it is recognised that a balance must be struck between the individual business unit needs and the culture of space efficiency that is being developed for the building.

4.0 POLICY AND CORPORATE IMPLICATIONS

- 4.1 The New Ways of Working programme directly links into the Corporate priority for 'A Well Run Council' and aims to ensure that a Corporate culture of working is developed that is customer focused, efficient and effective.
- 4.2 The programme also incorporates the development of partnership working to ensure more effective, joined up working to deliver services to the local community.
- 4.3 The New Build project provides a significant opportunity for substantial economic activity and regeneration opportunity for Melton Mowbray.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 5.1 All financial and resource implications for this programme are considered and progressed at the individual project level, following the corporate procedures.
- 5.2 The majority of costs will be covered by the insurance settlement, partner contributions and prudential borrowing. Areas that are not will be brought to Member's attention as soon as possible.

6.0 LEGAL IMPLICATIONS/POWERS

- 6.1 There are no direct legal implications relating to this report although individual projects will be subject to these at various stages and will thus be considered in their own right at such times.
- 6.2 External lawyers have been appointed to deal with the legal issues associated with the various contracts involved.

7.0 COMMUNITY SAFETY

7.1 There are no direct community safety implications relating to this report. Any community safety issues will be dealt with as they are identified and mitigated wherever possible.

8.0 EQUALITIES

8.1 An equalities impact assessment will be undertaken for the building elements of the programme. Ongoing consultation with the County Council Disabled Workers Group is being carried out and a variety of feedback received mainly relating to layout, access and fit-out issues.

8.2 Each project within the programme will require confirmation as to the necessity of a Equality impact assessment.

8.3 Consultation has been initiated and is to be followed up with the Access Group

9.0 RISKS

Building Programme risks are outlined within the ECH report contained in the Exempt report.

Development of the risks associated to the People and Change Programme will follow confirmation of each project scope and consultation with project resources and senior officers.

10.0 CLIMATE CHANGE

10.1 The cumulative positive impact of the NWW programme on climate change will be captured at a project level with some such as Paperlight, Green Travel Planning and Video Conferencing contributing more directly than others.

10.2 The new council offices will be designed with the aim of decreasing emissions of greenhouse gases wherever reasonably practicable to do so, particularly carbon dioxide. The new offices have been designed to achieve a “very good” BREEAM rating (Building Research Establishment Environmental Assessment Method). The rating is the method used for reviewing and improving the environmental performance of office buildings.

10.3 More recent developments relating to BREEAM indicate the importance of the energy efficiency of both the design of the building and the running costs of the building (the EPC - Energy Performance Certificate).

11.0 CONSULTATION

11.1 The NWW programme involves a range of different services and officers in managing the individual projects and hence these have been consulted in order to provide an overview on the progress.

11.2 Management Team have been consulted and have contributed to the paper. An extensive staff consultation process has been undertaken and the feedback has been considered.

11.3 A detailed consultation process was undertaken in order to arrive at the proposed planning submission. Further consultations are underway on specific elements relating to the fit-out of the building and the external works that will be involved.

12.0 **WARDS AFFECTED**

12.1 The overall programme relates to the workings of the Council and hence will ultimately impact on all wards when implemented.

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Date: 22rd September 2010

Appendices : A – Interior Design Presentation
B – Programme Governance

Reference: